

ARI Research Note 96-24

Leadership, Resources, and Performance in Two Army National Guard Battalions

Guy L. Siebold and H. Wayne Browning, Jr.
U.S. Army Research Institute

Organization and Personnel Resources Research Unit
Paul A. Gade, Chief

February 1996

19960604 064



United States Army
Research Institute for the Behavioral and Social Sciences

Approved for public release; distribution is unlimited.

INFO QUALITY IMPROVED 1

U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES

**A Field Operating Agency Under the Jurisdiction
of the Deputy Chief of Staff for Personnel**

EDGAR M. JOHNSON
Director

Technical review by

Larry D. Jayne
Laurel W. Oliver
Ruth H. Phelps

NOTICES

DISTRIBUTION: This report has been cleared for release to the Defense Technical Information Center (DTIC) to comply with regulatory requirements. It has been given no primary distribution other than to DTIC and will be available only through DTIC or the National Technical Information Service (NTIS).

FINAL DISPOSITION: This report may be destroyed when it is no longer needed. Please do not return it to the U.S. Army Research Institute for the Behavioral and Social Sciences.

NOTE: The views, opinions, and findings in this report are those of the author(s) and should not be construed as an official Department of the Army position, policy, or decision, unless so designated by other authorized documents.

REPORT DOCUMENTATION PAGE

1. REPORT DATE 1996. February		2. REPORT TYPE Final		3. DATES COVERED (from...to) May 1993-May 1995	
4. TITLE AND SUBTITLE Leadership, Resources, and Performance in Two Army National Guard Battalions				5a. CONTRACT OR GRANT NUMBER	
				5b. PROGRAM ELEMENT NUMBER 0603007A	
6. AUTHOR(S) Guy L. Siebold and H. Wayne Browning, Jr.				5c. PROJECT NUMBER A792	
				5d. TASK NUMBER 1124	
				5e. WORK UNIT NUMBER H01	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences ATTN: PERI-RP 5001 Eisenhower Avenue Alexandria, VA 22333-5600				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences 5001 Eisenhower Avenue Alexandria, VA 22333-5600				10. MONITOR ACRONYM ARI	
				11. MONITOR REPORT NUMBER Research Note 96-24	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT (Maximum 200 words): The National Guard Bureau designed the project "Robust Test" to assess the readiness impact over time of differing levels of full-time training support personnel and increments of additional training assemblies in eight combat companies. The U.S. Army Research Institute for the Behavioral and Social Sciences helped by assessing the impact of these differing levels of resources on leadership, motivation, and unit cohesion. Data showed soldier-reported levels of motivation, cohesion, and leadership in the Guard companies were high but within the ranges of Active Component units. The leadership and squad teamwork in each company correlated strongly with company overall readiness. The fully resourced companies reported the highest or among the highest levels of motivation, cohesion, leadership, and climate.					
15. SUBJECT TERMS Leadership Cohesion Motivation Readiness Performance Robust Test Resources Army National Guard race relations					
SECURITY CLASSIFICATION OF			19. LIMITATION OF ABSTRACT Unlimited	20. NUMBER OF PAGES 57	21. RESPONSIBLE PERSON (Name and Telephone Number)
16. REPORT Unclassified	17. ABSTRACT Unclassified	18. THIS PAGE Unclassified			

LEADERSHIP, RESOURCES, AND PERFORMANCE IN TWO ARMY NATIONAL GUARD BATTALIONS

EXECUTIVE SUMMARY

Research Requirement:

A continuing problem in military organizations is the determination of the level of human resources needed to prepare for and accomplish specific tasks, missions, and objectives. Such a determination is critical for obtaining, allocating, and justifying the level of those resources. For the Army National Guard with its intermittent training schedule, it is especially critical to establish the training time and training support personnel needed for units to achieve and maintain unit readiness. To generate current empirical data on the training resources needed, the National Guard Bureau designed the "Robust Test" to assess the impact over time of differing levels of full-time training support personnel and increments of additional training assemblies. The Bureau requested the aid of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) in assessing the impact of these differing levels of resources on leadership, motivation, and unit cohesion. The Bureau would assess the impact on other readiness indicators such as Unit Status Reports, Operational Readiness Evaluations (OREs), and general unit operations.

Procedure:

Included in the Robust Test sample were four line companies from one mechanized infantry battalion and four line companies from one armor battalion. Both were standard Army National Guard battalions without a high mobilization priority. Leaders of the battalions were made aware of their selection for Robust Test. In May of 1993, the companies were assigned to their level of full-time support personnel and number of training assemblies. One company in each battalion functioned as a control with no extra support personnel or training assemblies. One company in each battalion was authorized additional training assemblies, and one company was authorized both additional full-time support personnel and additional training assemblies. An initial assessment of the status, readiness, leadership, and cohesion of the companies was made using questionnaires, standard unit reports, and company OREs. Thereafter, in-process monitoring of the companies began. In May through June of 1994, the eight companies were again assessed to determine the impact of the differing levels of resources.

Findings:

A factor analysis of the May 1993 questionnaire data showed that the soldiers in the Army National Guard units responded to the questionnaire items and scales on cohesion and leadership in a manner similar to Active Component soldiers. The May-June 1994 questionnaire data showed soldier-reported levels of motivation, cohesion, and leadership were high but within the ranges one typically finds in Active Component units. In terms of changes from 1993 to 1994, soldiers in units in both battalions reported an increase in squad member cohesion. Changes in perceptions of leadership and unit climate varied by company. The racial/ethnic group of soldiers appeared unrelated to their views on cohesion, leadership, and the other topics examined; rather, soldier views were similar within the same company, suggesting experiences within their company were the primary determinants of soldier views and opinions. As is usually found, leaders' views were more positive than those of squad members. The 1994 questionnaire "scores" on the Leadership and Squad Teamwork scales for each company correlated strongly with company overall ORE scores.

The data from the 1994 questionnaire showed that the fully robust company in each battalion reported the highest or among the highest levels of motivation, cohesion, leadership, and climate. The control company in each battalion reported lower, moderate levels on the same dimensions. Changes from 1993 to 1994 were mixed. The two robust companies reported small decreases in the quality of leadership. The two control companies reported decreases in the quality of leadership and assemblies reported increases in several of the dimensions, especially company climate. The two companies with extra full-time support personnel reported modest increases in a number of the dimensions. Given the small number of companies involved in the Robust Test, the modest differences among them on the scale levels, and the large number and complexity of the variables impacting on the measured outcomes, one cannot conclude definitively that the different Robust Test conditions clearly led to specific outcomes. Nonetheless, there appeared some support for the concept that better things happened within the companies with more resources; i.e., that were more "robust."

Utilization of Findings:

This research note will also be an attachment to the final National Guard Bureau report on Robust Test. Feedback on the findings will be provided by the Bureau to the units that participated in the research. The validated leadership, motivation, and cohesion measures have been incorporated into ARI research on the utilization of Guard and Reserve personnel for peacekeeping missions.

LEADERSHIP, RESOURCES, AND PERFORMANCE IN TWO ARMY NATIONAL GUARD BATTALIONS

CONTENTS

	Page
BACKGROUND	1
METHODS	1
RESULTS	3
Respondents	3
Leadership and Cohesion Scales	4
Company Assessments	5
Company Management Questions	18
CONCLUSIONS	18
REFERENCES	21
APPENDIX A. SURVEY OF ARMY NATIONAL GUARD PERSONNEL: COMBAT UNIT COHESION	A-1
B. FACTOR LOADINGS OF 1994 COMBAT UNIT COHESION QUESTIONNAIRE RESPONSES TO ITEMS FOR KEY SCALES AFTER PRINCIPAL COMPONENTS--VARIMAX ROTATION	B-1
C. INTER-ITEM AND INTER-SCALE CORRELATIONS--1994 QUESTIONNAIRE	C-1
D. 1994 QUESTIONNAIRE SPECIFIC COMPANY INFORMATION ..	D-1

LIST OF TABLES

Table 1. Number of Soldiers Responding by Company by Year	3
2. Current Position of Respondents by Percentage per Company (1994)	4
3. Mean Responses on Leadership and Cohesion Questionnaire Scales	6
4. Squad Member Mean Responses on Questionnaire Scales ..	9
5. White and Black Squad Members Mean Responses on Questionnaire Scales	12

LIST OF TABLES (Continued)

Table 6. Changes in Mean Responses on Cohesion Questionnaire Scales	14
---	----

LIST OF FIGURES

Figure 1. 1994 company scores: Leadership scale score by ORE overall score	16
2. 1994 company scores: Squad teamwork scale score by ORE overall score	17

LEADERSHIP, RESOURCES, AND PERFORMANCE IN TWO ARMY NATIONAL GUARD BATTALIONS

BACKGROUND

One of the missions of the Organization and Personnel Resources Research Unit (OPRRU) of the U.S. Army Research Institute (ARI) has been to conduct research that will lead to enhanced small unit readiness and performance through improved leadership, cohesion, and motivation. That mission is complementary to a primary mission of ARI's Fort Leavenworth Research Unit, which focuses on enhancing the performance of battle commanders and their staffs. Both research units carried out these important missions, in recent fiscal years, through funding under ARI Task 1122, entitled "Battle Command: Improving Commander and Staff Effectiveness." The specific research described in this report was funded under Task 1122 but is also part of a larger program of research carried out by OPRRU focusing on increasing the Army's capability to prepare for, adapt to, and manage organizational change.

In conjunction with this OPRRU program of research, ARI agreed to provide research support to the National Guard Bureau (NGB) which was conducting an assessment of the impact of differing levels of resources (i.e., training time and training support personnel) on selected Army National Guard units. The Bureau called their assessment "Robust Test." In support of Robust Test, ARI examined initial and subsequent levels of unit leadership, motivation, and cohesion in the selected Guard units.

This report describes the ARI research and its findings. The report has two purposes. One is to function as a document which can be incorporated into the final National Guard Bureau report on Robust Test and thereby supplement that NGB report. The NGB report is being drafted by MAJ Larry D. Jayne, (NGB-ARP-FM), within the Personnel Office, headed by COL Theodore Kramer III, and supported by Standard Technology, Inc. of Rockville, MD. The other purpose is to contribute to the program of research previously noted. The research described in the report represents the first time that instruments measuring leadership, motivation, and cohesion (and which were validated in terms of simulated combat performance) were systematically used with combat personnel and units in the Army National Guard. The research findings expand both the generalizability of the measures used and applied knowledge about leadership, cohesion, motivation, training resources, and organizational change.

METHODS

Included in the Robust Test sample were four line companies from one mechanized infantry battalion and four line companies

from one armor battalion. Both were standard Army National Guard battalions without a high mobilization priority. Leaders of the battalions were made aware of their selection for Robust Test. In May of 1993, the companies were assigned to their level of full-time support personnel and number of training assemblies. One company in each battalion functioned as a control with no extra support personnel or training assemblies. One company in each battalion was given extra full-time support personnel; one company was given additional training assemblies; and one company was given both additional full-time support personnel and training assemblies. Then an initial assessment of the status, readiness, leadership, and cohesion of the companies was made using questionnaires, standard unit reports, and company level operational readiness evaluations (OREs). Thereafter, in-process monitoring of the companies began. In May through June of 1994, the eight companies were again assessed to determine the impact of the differing levels of resources.

The primary questionnaire administered both in 1993 and 1994 was the Combat Unit Cohesion Questionnaire developed by the U.S. Army Research Institute (Siebold & Kelly, 1988). The 1994 form of the questionnaire (at Appendix A) was modified and expanded to include more motivation and leadership items and informational items, suggested by the NGB, which could be used by company level leaders for better unit management. All the critical sets of questions from the 1993 form were kept in the 1994 version.

In both 1993 and 1994, the questionnaire was given to available soldiers in each company immediately or shortly after completion of the ORE for the company and as part of Robust Test data collection. Questionnaire administration was done by Army National Guard and/or contractor personnel. Soldiers were asked to carefully read each questionnaire item and then respond to it on a machine-scannable answer sheet. Completed answer sheets were returned by the questionnaire administrators to ARI for machine-scanning and analysis.

The questionnaires consisted of sets of questions addressing topics such as cohesion among squad members, cohesion between squad members and their leaders, cohesion among leaders, and cohesion with the unit as a whole. The 1994 questionnaire added sets of items on job motivation, ORE motivation, the unit learning climate, and leader effectiveness, plus informational items on soldier perceptions of drills, unit conditions, family support, and time conflicts. The motivation and leadership items were derived from those used in prior ARI research (Siebold, 1994; Tremble & Alderks, 1992). The informational items were generated by ARI with help from the Guard Bureau and contractor. At the suggestion of ARI, which began active support to Robust Test in late fall of 1993, a number of demographic questions were also added to the 1994 data collection, e.g., on respondent rank, position, racial/ethnic group, and education.

RESULTS

Respondents

For purposes of this report, the eight companies whose soldiers responded to the questionnaires are labeled using the following two-letter coding scheme: 1) first letter--M = the Mechanized infantry battalion, A = the Armor battalion; 2) second letter--R = the company under the Robust condition, F = the company with increased Full time support personnel, T = the company allocated additional Training assemblies, and C = the Control company, with neither additional personnel or assemblies. More specifically, the companies are labeled: MR, MF, MT, MC, AR, AF, AT, and AC. This two-digit code facilitates comparison within a battalion as well as within a given Robust Test resource condition. The order in which the companies are presented in the tables below is matched with the order presented in the wider NGB report on Robust Test and does not imply anything further.

The number of soldiers who completed the Combat Unit Cohesion Questionnaire varied by company and from 1993 to 1994. The actual numbers are given in Table 1.

Table 1

Number of Soldiers Responding by Company by Year

<u>Year</u>	<u>Company</u>							
	<u>MR</u>	<u>MF</u>	<u>MC</u>	<u>MT</u>	<u>AF</u>	<u>AT</u>	<u>AR</u>	<u>AC</u>
1993	53	34	51	37	59	61	56	35
1994	62	26	41	59	61	32	32	56

Note. The respondents include junior enlisted soldiers, NCOs, and officers. Numbers represent valid, readable answer sheets.

As noted previously, the respondents were a convenience sample of those available immediately or shortly after the completion of the company operational readiness evaluation (ORE). The numbers appear to reflect only the dynamics of each company and the conditions surrounding each ORE. There was NO clear relation between the numbers responding in each company and the company score on the ORE or other performance or questionnaire measures used in the research.

Since the 1994 version of the questionnaire included some items on the demographics of the respondents, an analysis was done to compare the respondents from the companies on those characteristics. Again, no clear pattern emerged which suggested the respondents from any company were noticeably different from those in another company. Of particular interest was whether some companies had relatively large numbers of high-ranking soldiers responding because those of higher rank tend to view things more positively in a unit than do those of lower rank. However, in each company over half of the respondents were squad members and three fourths were squad leaders and below. Thus rank-of-respondent differences among the companies was small. The actual numbers, given as percentages with the total number per company are shown in Table 2.

Table 2

Current Position of Respondents by Percentage Per Company (1994)

<p>A = Squad Member, Crewman, or equivalent B = Squad Leader, Tank Commander, or equivalent C = Platoon Leader, Platoon Sergeant, or equivalent D = Company Commander, Company XO, First Sergeant, or equivalent E = Other</p>								
Percentage Per Company								
Position	MR	MF	MC	MT	AF	AT	AR	AC
A	57	62	73	58	61	53	59	61
B	29	31	20	27	16	25	16	18
C	10	0	2	7	10	19	22	14
D	3	0	0	2	7	3	0	4
E	2	8	5	7	7	0	3	4
	101	101	100	101	101	100	100	101
(N)	62	26	41	59	61	32	32	56

Note. The percentage in each column may vary from 100% due to rounding. N = the number of personnel responding to the question from each company.

Leadership and Cohesion Scales

The main body of the Combat Unit Cohesion Questionnaire consists of questions organized in sets to address a series of subtopics under such broad topic areas as motivation, unit cohesion, and leadership. These scales, or question sets, were

developed in prior research (see Siebold, 1994; Siebold & Kelly, 1988; and Tremble & Alderks, 1992) with Active Component Army combat units but not yet used with Army National Guard combat units. To verify the similarity in scale structure based on responses by Guard members and responses by members of Active Army units, the responses to the 1993 Questionnaire were submitted to a (principal components-varimax) factor analysis. The resulting factor structure was essentially the same as that found in Siebold and Kelly (1988), showing that the members of the Guard units responded to the questions in structural ways similar to the Active Component combat soldiers.

Factor analysis structures from Siebold and Kelly (1988), the 1993, and the 1994 Combat Unit Cohesion Questionnaires each accounted for about two-thirds of their respective variances. Clear factors in each case included: a) Leadership--1994 questionnaire items 43 through 58, which address vertical bonding between leaders and their soldiers and among leaders, b) Soldier Peer Bonding--1994 items 31 through 36, which address affective cohesion among squad members, c) Soldier Teamwork--1994 items 37 through 42, and d) Soldier Pride--1994 items 64 through 68, which address how proud a soldier is to be a member of his unit and the Army/Guard. In the 1994 questionnaire data, additional factors also emerged from the expanded set of questions: e) Motivation--items 3 through 9, which address job involvement and ORE motivation, f) Climate--items 10 through 17, which address the climate for learning in the unit, g) Job Satisfaction--items 19 through 21, which address the quality of drills and unit training activities, and h) Leader Effectiveness--items 22 through 30, which address how effective leaders are at main components of their job. The results of the same type of factor analysis on the 1994 data for the key questionnaire scales, which show a strong consistency of response structure, are provided in in summary form at Appendix B. For additional psychometric information, inter-item correlations within scales and inter-scale correlations are presented in Appendix C.

Essentially, the structure of the responses by Army National Guard soldiers to the questionnaire item sets were the same as those for Active Component soldiers. This parallelism is crucial because the questionnaire scales were validated with Active Army units in terms of scale psychometrics and prediction of unit performance in simulated combat and externally scored tactical field exercises.

Company Assessments

The 1994 Combat Unit Cohesion Questionnaire scales and question sets are presented in Table 3, along with the items composing each scale and the means and standard deviations of soldier responses for each company in Robust Test. Comparisons can be made within battalion and across test resourcing type.

Table 3. Mean Responses on Leadership and Cohesion Questionnaire Scales

Scale and Questionnaire Items	Mech Infantry					Armor					Both	
	MR	MF	MC	MT	BN	AF	AT	AR	AC	BN	Total	Total
Job Motivation (3-6) (5 points)	4.0 .70	3.6 .76	3.7 .90	3.6 .92	3.7 .85	4.2 .60	4.3 .60	4.4 .60	4.0 .60	4.2 .61	4.0 .77	4.0 .77
Event (ORE) Motivation (7-9) (5 points)	4.1 .87	3.9 .95	3.9 1.05	3.6 1.09	3.9 1.00	4.2 .73	4.5 .62	4.5 .51	3.9 .89	4.2 .78	4.0 .91	4.0 .91
Learning Climate (10-17) (5 points)	3.8 .76	3.7 .74	3.4 .86	3.3 .89	3.5 .84	4.0 .59	3.9 .62	4.0 .60	3.8 .67	3.9 .62	3.7 .77	3.7 .77
Job Satisfaction (19-21) (5 points; reversed)	3.6 .89	3.7 .92	3.5 1.00	3.4 .91	3.5 .92	4.0 .65	3.9 .80	4.1 .83	3.7 .65	3.9 .73	3.7 .85	3.7 .85
Leader Effectiveness (22-30) (5 points; reversed)	4.3 .64	4.1 .86	3.9 .77	3.7 .83	4.0 .79	4.4 .55	4.1 .78	4.4 .64	4.2 .70	4.3 .67	4.1 .75	4.1 .75
Squad Member Bonding (31-36) (7 points; reversed)	5.8 1.07	5.2 1.31	5.2 1.13	5.1 1.28	5.4 1.21	5.9 .75	5.9 .73	5.9 .74	5.7 .88	5.8 .79	5.6 1.05	5.6 1.05
Squad Teamwork (37-42) (5 points; mixed)	4.0 .71	3.6 .77	3.5 .66	3.4 .81	3.7 .78	4.2 .53	4.1 .61	4.2 .65	3.9 .69	4.1 .63	3.9 .74	3.9 .74
Vertical Bonding (43-48) (7 points; reversed)	5.6 1.12	5.5 1.33	5.1 1.07	4.9 1.31	5.3 1.23	6.0 .62	5.9 .83	6.0 .81	5.8 .85	5.9 .77	5.6 1.08	5.6 1.08
Leader Bonding (49-51) (7 points; reversed)	5.8 .97	5.7 1.21	5.3 1.19	5.2 1.28	5.5 1.18	6.2 .58	6.2 .78	6.0 .90	5.8 1.00	6.1 .84	5.8 1.06	5.8 1.06
Leadership (52-58) (7 points; reversed)	5.6 .99	5.3 1.18	4.8 1.43	4.5 1.36	5.1 1.31	6.0 .62	5.7 .86	5.8 1.19	5.4 1.05	5.7 .95	5.4 1.19	5.4 1.19

Table 3. Mean Responses on Leadership and Cohesion Questionnaire Scales (Continued)

Scale and Questionnaire Items	Mech Infantry					Armor				Both	
	MR	MF	MC	MT	BN	AF	AT	AR	AC	BN	Total
Rule Clarity (59-63) (7 points; reversed)	5.4 !08	5.4 !09	5.1 !26	4.8 !36	5.2 !23	5.9 .80	5.6 .83	5.8 !04	5.2 !06	5.6 .98	5.4 !13
Unit Pride (64-68) (7 points; reversed)	5.9 .84	5.5 !20	5.2 !28	4.9 !37	5.4 !23	6.0 .69	5.9 .77	6.1 .94	5.5 !15	5.9 .94	5.6 !12
Unit Satisfaction (69-74) (7 points; reversed)	5.8 .92	5.1 !25	5.0 !32	4.8 .92	5.2 !14	5.8 .65	5.6 .93	5.3 !23	5.2 .85	5.5 .91	5.4 !04
Goal Attainment (75-79) (7 points; reversed)	5.5 !08	5.2 !39	5.0 !10	5.0 !09	5.2 !15	5.9 .67	5.8 .61	5.6 !20	5.4 .95	5.7 .89	5.5 !06
External Conflicts (99-103) (7 points; reversed)	6.2 .82	6.0 !03	5.8 .99	5.7 !21	5.9 !03	6.0 .63	5.6 !26	5.9 !13	5.7 .96	5.8 .96	5.9 !00

Note. The number of points in the response scale for each questionnaire item is shown in parenthesis under the question scale title. All scales have been coded so that a higher mean value is more positive or good than a lower value; scales which have had their values reversed for this purpose are noted in parentheses under the scale title. First number in each cell is the scale mean; the number below the mean is the standard deviation about the mean. When the standard deviation is 1.00 or greater, to save space it is written with a "1." so that, for example, a standard deviation of 1.14 would be indicated by "1.14". The number of respondents in each unit are: Mechanized Infantry, Company MR = 62, MF = 26, MC = 41, MT = 59, Total = 188; Armor, Company AF = 61, AT = 32, AR = 32, AC = 56, Total = 181; both battalions together = 369. Respondents include junior level enlisted, NCOs, and officers. Data were collected during May and June 1994.

It is readily apparent that the scale levels are higher in the armor battalion than in the mechanized infantry battalion. On average, the first three (extra-resourced) armor companies--AF, AT, and AR--have as a group higher scale values than the other companies. The last armor company--the control company, AC--is similar to the first mechanized infantry company, MR, under the robust condition. The last three mechanized infantry companies--MF, MC, and MT--(which underwent unit restructuring during the Robust Test period) have as a group lower scale values on most scales than do the other companies.

It is interesting that the smallest differences among the companies are for the last set of questions, "External Conflicts" with Guard activities. This finding suggests that the differences on the other preceding scales are due to internal-to-the-company matters. In other words, most differences among companies are probably due to things within the control of the leaders. This is challenging but good news. Supportive of this logic is that the largest differences among the companies were in terms of the "Leadership" factor items (43-58) concerning vertical bonding between leaders and subordinates and bonding among the leaders in a company. As typical of results for all the scales, the highest three companies on the Leadership factor scales were the first three armor companies (AF, AT, and AR); the lowest on the Leadership factor scales were the last three mechanized infantry companies (MF, MC, and MT).

The data from Table 3 are based on responses from the whole company. The question arises as to whether the squad members see things the same way as the leaders do, or, in other words, are the ratings of the leaders inflating the values of the scales? An examination of the scale values in Table 3 with those when only the responses from squad members were considered showed little change. Typically, each scale value is a modest .1 to .2 points lower for the squad member subsample than for the full company sample. While the leaders' ratings, as is often the case, were more positive than the squad members, they were fewer in number and only a bit more positive than the squad members. The scale values for each company based on the squad member subsample are shown in Table 4.

Another question of concern is whether the differences among the Robust Test companies were the result of influences other than the test conditions or the internal dynamics within each company. In particular, the question arises as to whether the demographic composition of the personnel in the companies made a difference. Specifically, two companies in the mechanized infantry battalion were examined. In one company (designated Company 1 for the analysis), black squad members were in the majority; in the second company (designated as Company 2), white squad members were in the majority. An analysis of the scales and question sets indicated that the scale values for a squad

Table 4. Squad Member Mean Responses on Questionnaire Scales

Scale and Questionnaire Items	Mech Infantry						Armor				Both	
	MR	MF	MC	MT	BN	AF	AT	AR	AC	BN	Total	Total
Job Motivation (3-6) (5 points)	3.8 .68	3.4 .79	3.5 .99	3.4 !01	3.6 .89	4.1 .68	4.4 .48	4.3 .50	3.9 .62	4.1 .62	3.8 .82	3.8 .82
Event (ORE) Motivation (7-9) (5 points)	3.8 .96	3.7 !02	3.8 !13	3.3 !14	3.6 !07	4.0 .85	4.5 .60	4.5 .50	3.7 .98	4.1 .86	3.9 !00	3.9 !00
Learning Climate (10-17) (5 points)	3.7 .88	3.6 .64	3.3 .85	3.3 .98	3.5 .89	3.9 .66	3.9 .50	3.9 .43	3.6 .70	3.8 .62	3.6 .79	3.6 .79
Job Satisfaction (19-21) (5 points; reversed)	3.4 !02	3.7 !00	3.4 !05	3.2 .96	3.4 !01	4.0 .70	3.9 .79	3.9 .85	3.6 .69	3.8 .74	3.6 .92	3.6 .92
Leader Effectiveness (22-30) (5 points; reversed)	4.1 .70	4.0 .98	4.0 .73	3.6 .85	3.9 .81	4.3 .62	3.9 .85	4.2 .72	4.2 .67	4.2 .70	4.0 .77	4.0 .77
Squad Member Bonding (31-36) (7 points; reversed)	5.5 !23	5.0 !54	5.2 !20	5.1 !27	5.2 !28	5.7 .81	6.0 .54	5.9 .69	5.5 .88	5.7 .79	5.5 !09	5.5 !09
Squad Teamwork (37-42) (5 points; mixed)	3.8 .75	3.5 .80	3.5 .68	3.3 .70	3.5 .74	4.0 .56	4.1 .66	4.1 .71	3.7 .67	4.0 .65	3.7 .73	3.7 .73
Vertical Bonding (43-48) (7 points; reversed)	5.3 !24	5.4 !59	5.1 !16	4.9 !20	5.1 !26	5.9 .71	5.7 .88	5.9 .86	5.7 .90	5.8 .82	5.5 !12	5.5 !12
Leader Bonding (49-51) (7 points; reversed)	5.6 !04	5.7 !37	5.3 !29	5.2 !21	5.4 !21	6.1 .62	6.1 .89	5.8 .95	5.5 !07	5.9 .91	5.6 !10	5.6 !10
Leadership (52-58) (7 points; reversed)	5.4 !12	5.3 !40	4.8 !52	4.5 !20	5.0 !34	5.9 .70	5.5 .86	5.7 !31	5.2 !09	5.6 !01	5.3 !22	5.3 !22

Table 4. Squad Member Mean Responses on Questionnaire Scales (Continued)

Scale and Questionnaire Items	Mech Infantry						Armor				Both	
	MR	MF	MC	MT	BN	AF	AT	AR	AC	BN	Total	Total
Rule Clarity (59-63) (7 points; reversed)	5.3 !11	5.4 !20	5.1 !34	5.0 !27	5.2 !23	5.9 .83	5.5 .98	5.5 !15	5.1 !00	5.5 !02	5.3 !14	5.3 !14
Unit Pride (64-68) (7 points; reversed)	5.7 .91	5.4 !31	5.1 !42	4.9 !39	5.3 !29	6.0 .76	6.0 .68	6.0 !04	5.3 !13	5.8 .97	5.5 !17	5.5 !17
Unit Satisfaction (69-74) (7 points; reversed)	5.7 !03	5.1 !01	5.2 !37	4.8 .93	5.2 !14	5.8 .74	5.5 .94	5.2 !29	5.4 .80	5.5 .93	5.3 !05	5.3 !05
Goal Attainment (75-79) (7 points; reversed)	5.3 !13	5.1 !32	4.9 !19	5.0 !08	5.1 !16	5.8 .74	5.8 .57	5.3 !32	5.3 !01	5.6 .96	5.3 !09	5.3 !09
External Conflicts (99-103) (7 points; reversed)	6.1 .80	5.8 !15	5.9 !03	5.6 !16	5.9 !03	6.0 .74	5.6 !22	5.8 !18	5.8 .86	5.8 .94	5.9 .99	5.9 .99

Note. The number of points in the response scale for each questionnaire item is shown in parenthesis under the question scale title. All scales have been coded so that a higher mean value is more positive or good than a lower value; scales which have had their values reversed for this purpose are noted in parentheses under the scale title. First number in each cell is the scale mean; the number below the mean is the standard deviation about the mean. When the standard deviation is 1.00 or greater, it is written with ! = "1." so that, for example, a standard deviation of 1.14 would be indicated by "!14". The number of respondents in each unit are: Army National Guard Mechanized Infantry, Company MR = 35, MF = 16, MC = 30, MT = 34, Total = 115; Armor, Company AF = 37, AT = 17, AR = 19, AC = 34, Total = 107; both battalions together = 222. Data were collected during May and June 1994.

member appeared to reflect the conditions in his company rather than to be a result of his demographic group membership. In short, black and white squad members in the same company rated things alike, whether they were in the majority or minority, and different from black and white squad members in other companies. This finding is consistent with other data from some Active Component combat units (Siebold & Lindsay, 1994, August). Specific scale values by race and company are given in Table 5. The two companies analyzed were the only ones in the Robust Test sample of companies with a sufficient number of racial/ethnic minority squad members to conduct the analyses.

Given that some companies had higher scale values on many of the scales than did other companies, the question arises as to whether the differences were due to the higher rated companies doing especially well or the lower rated companies doing especially poorly in terms of perceived leadership, motivation, and cohesion. A comparison with the group means for the scales in the Active Component sample shown in Siebold and Kelly (p. 15, 1988) indicates that the scale ratings by the Army National Guard squad members were for many scales much higher than those of their Active Component counterparts. For the 1994 questionnaire, the Guard squad members rated their units particularly high on Squad Member Bonding (total mean of 5.5 versus Active Component mean of 4.2), Vertical Bonding (total mean of 5.5 versus Active Component mean of 4.6), Leader Bonding (total mean of 5.6 versus 4.5 in the Active Component), Leadership (total mean of 5.3 versus 4.6), and Unit Pride (total mean of 5.5 versus 4.5). In terms of the 7-point response scale, the Guard values on these particular scales were, on average, between the "Slightly agree" and "Agree" responses. In short, all of the Guard companies expressed a positive degree of cohesion, as good as that of Active Component units and, in the case of some of the Guard companies, far stronger than the typical Active Component unit. The differences among the companies were due to the higher rated companies having especially high perceived cohesion, leadership, and motivation.

A fundamental question in Robust Test is whether the soldiers in the eight companies, as differentially resourced, perceived any changes in the level of leadership and cohesion over the year in which they were examined. Any such changes were to be found by comparing company responses to the 1993 (first) questionnaire with those on common scales in the 1994 (second) questionnaire. Those comparisons are displayed in Table 6. Looking across the rows, one can notice that the main change across the companies was a solid increase in squad member bonding for seven of the eight companies. It is not clear from the test design or the questionnaire data why there should be increased squad member bonding almost in every company. It may be due to greater stabilization of squad members and an enhanced sense of purpose among the soldiers due to participating in Robust Test.

Table 5. White and Black Squad Members Mean Responses on Questionnaire Scales

Scale and Questionnaire Items	Grouping						
	1White	1Black	Co. 1	2White	2Black	Co. 2	BN
Job Motivation (3-6) (5 points)	3.3 .95	3.3 1.00	3.4 1.01	3.8 .53	3.6 1.08	3.8 .68	3.6 .89
Event (ORE) Motivation (7-9) (5 points)	3.4 1.04	3.3 1.26	3.3 1.14	3.8 .89	3.5 1.30	3.8 .96	3.6 1.07
Learning Climate (10-17) (5 points)	3.2 .71	3.3 1.08	3.3 .98	3.7 .82	3.5 1.19	3.7 .88	3.5 .89
Job Satisfaction (19-21) (5 points; reversed)	2.9 .71	3.2 1.00	3.2 .96	3.2 1.02	4.0 .76	3.4 1.02	3.4 1.01
Leader Effectiveness (22-30) (5 points; reversed)	3.4 1.03	3.7 .78	3.6 .85	4.0 .80	4.3 .34	4.1 .70	3.9 .81
Squad Member Bonding (31-36) (7 points; reversed)	5.1 .96	5.2 1.36	5.1 1.27	5.5 1.40	5.6 .80	5.5 1.23	5.2 1.28
Squad Teamwork (37-42) (5 points; mixed)	3.4 .58	3.2 .77	3.3 .70	3.7 .85	3.8 .59	3.8 .75	3.5 .74
Vertical Bonding (43-48) (7 points; reversed)	5.0 1.39	5.0 1.10	4.9 1.20	5.3 1.38	5.6 .76	5.3 1.24	5.1 1.26
Leader Bonding (49-51) (7 points; reversed)	5.2 1.27	5.3 1.22	5.2 1.21	5.5 1.13	5.8 .57	5.6 1.04	5.4 1.21
Leadership (52-58) (7 points; reversed)	4.6 1.20	4.6 1.11	4.5 1.20	5.2 1.22	5.9 .63	5.4 1.12	5.0 1.34

Table 5. White and Black Squad Members Mean Responses on Questionnaire Scales (Continued)

Scale and Questionnaire Items	Grouping						
	1White	1Black	Co. 1	2White	2Black	Co. 2	BN
Rule Clarity (59-63) (7 points; reversed)	4.5 1.43	5.2 1.08	5.0 1.27	5.2 1.19	5.7 .71	5.3 1.11	5.2 1.23
Unit Pride (64-68) (7 points; reversed)	4.9 1.29	5.0 1.38	4.9 1.39	5.7 1.00	5.9 .65	5.7 .91	5.3 1.29
Unit Satisfaction (69-74) (7 points; reversed)	4.4 .75	4.9 .89	4.8 .93	5.6 1.11	6.2 .53	5.7 1.03	5.2 1.14
Goal Attainment (75-79) (7 points; reversed)	4.5 1.13	5.2 .96	5.0 1.08	5.2 1.12	5.9 .80	5.3 1.13	5.1 1.16
External Conflicts (99-103) (7 points; reversed)	5.7 1.06	5.7 1.00	5.6 1.16	6.1 .90	6.3 .56	6.1 .80	5.9 1.03

Note. The number of points in the response scale for each questionnaire item is shown in parenthesis under the question scale title. All scales have been coded so that a higher mean value is more positive or good than a lower value; scales which have had their values reversed for this purpose are noted in parentheses under the scale title. First number in each cell is the scale mean; the number below the mean is the standard deviation about the mean. 1White = responses from 8 white squad members in company 1; 1Black = responses from 21 black squad members in company 1; Co. 1 = responses from 34 squad members in company 1. Corresponding numbers from company 2 are: 2White = 24; 2Black = 7; Co. 2 = 35. Companies 1 and 2 are a part of an Army National Guard mechanized infantry battalion (BN) with 115 squad members responding in total. Racial categorization was made through self-designation. Data were collected during May and June 1994.

Table 6. Changes in Mean Responses on Cohesion Questionnaire Scales

Scale and Questionnaire Items	Mech Infantry				Armor			Both	
	MR	MF	MC	MT	AF	AT	AR	AC	Total
Squad Member Bonding (31-36)	.9	.5	.0	.4	.6	.6	.4	.6	.5
Squad Teamwork (37-42)	.0	-.1	-.3	-.1	.2	.2	.2	.0	.0
Vertical Bonding (43-48)	-.1	.1	-.4	.0	.1	.5	-.1	.1	.0
Leader Bonding (49-51)	-.1	.0	-.6	.1	-.1	.3	-.3	-.3	-.1
Leadership (52-58)	.1	.2	-.6	.0	.2	.4	-.2	-.2	-.1
Rule Clarity (59-63)	.0	.4	-.6	.5	.1	.3	-.2	-.5	-.1
Unit Pride (64-68)	.2	.2	-.4	.0	.2	.5	.1	-.2	.0
Goal Attainment (75-79)	.0	.1	-.2	.6	.1	.6	-.3	-.1	.1

Note. All scale-mean changes have been coded so that a higher mean value is more positive or good than a lower value. The number of respondents in each unit for each administration of the questionnaire (shown as: number at time 1/number at time 2) are: mechanized infantry, Company MR = 53/62, MF = 34/26, MC = 51/41, MT = 37/59, Total = 175/188; armor, Company AF = 59/61, AT = 61/32, AR = 56/32, AC = 35/56, Total = 211/181; both battalions together = 386/369. Respondents include junior level enlisted, NCOs, and officers. Questionnaires were given initially during May and June 1993 and again during May and June 1994.

In terms of the changes in each company (looking down the columns of Table 6), one can see that the two control condition companies, MC and AC, decreased on a number of the scales. Again, it is not clear why--perhaps due to relative deprivation as a control company. Oddly, the robust condition companies, MR and AR, did not change for the positive. The companies with additional full time support personnel and additional training assemblies actually had the most positive increases, albeit small in size. It appears to be the case that, whatever Robust Test condition a company was assigned, the influence of being in a given condition (other than the control condition) was not the key factor changing the level of perceived leadership and cohesion over the year in a company. Other influences such as restructuring, internal unit dynamics, and actual training experiences were probably more important to the results. With only eight companies in the "test," it is difficult to determine what changes were a result of the test design and what changes were due to the peculiar situation or dynamics of each company.

A fundamental measurement question is whether the scale scores from the questionnaires related to any outcome criteria assessed during Robust Test. With only eight companies involved and many scales and many outcome criteria measured, it was likely that there would be a relation between some scale values and some outcome measures, if only by chance and without any direct causal relation. Thus it was not meaningful to seek out each and every possible correlation for significance. Basically, the cohesion, motivation, and leadership scales were criteria by which to assess the Robust Test conditions. No other criteria were set up to function directly as criteria to validate the specific scales themselves. Therefore, the approach to addressing the above-stated fundamental measurement question was to determine whether the general level of the scale values was congruent with the other test criteria so as to support and reinforce them and help provide a clear picture of the overall test results.

As noted previously, the eight companies formed roughly three groupings in terms of the leadership, motivation, and cohesion scales. At very high scale score levels were the first three armor companies (AF, AT, and AR); at above average levels were AC and MR; at average levels on the scale scores were the remaining three mechanized infantry companies (MF, MC, and MT). For illustrative purposes, the "Leadership" scale score (items 52-58) for each of these eight companies was correlated with each of their total ORE scores. The result was a (Pearson product-moment) correlation of $r = .89$; $p < .01$; $N = 8$. The "Squad Teamwork" scale scores (items 37-42) were also correlated with the eight ORE overall scores. The result was a correlation of $r = .96$; $p < .01$; $N = 8$. Figures 1 and 2 show the relation between the cited scale scores and overall ORE scores for the eight

1994 Company Scores Leadership Scale Score By ORE Overall Score

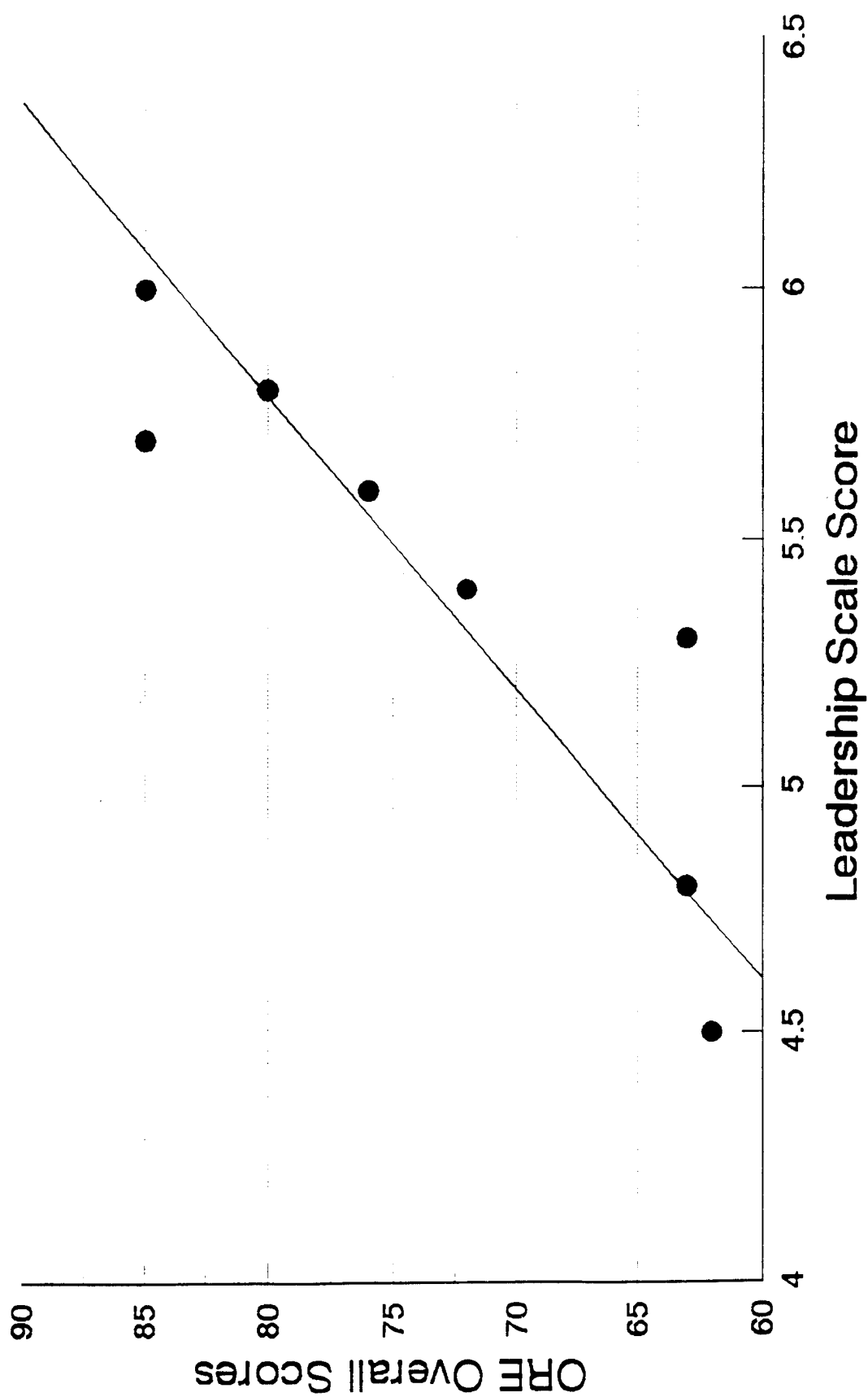


Figure 1.

1994 Company Scores Squad Teamwork Scale Score By ORE Overall Score

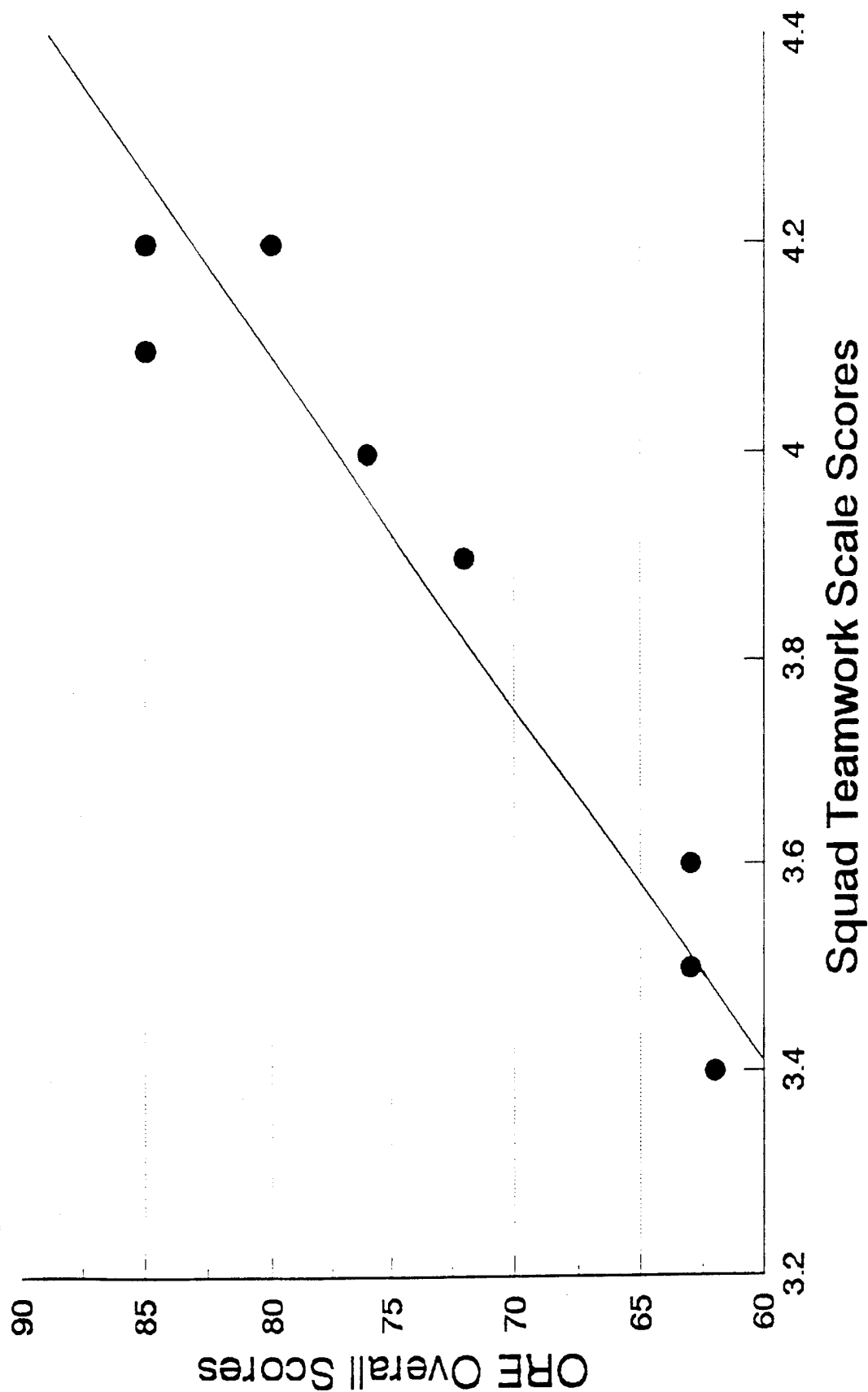


Figure 2.

companies. These high correlations were facilitated by the small N of 8; nevertheless, they demonstrate the strong relation between the scale scores in general and the bulk of other criteria. Altogether these criteria suggest that three resourced companies--AF, AT, and AR--all did very well despite differences in test conditions. Two companies did well--AC and MR. And three companies only performed at a moderate, average level--MF, MC, and MT--regardless of test condition and probably suffered due to their restructuring.

Company Management Questions

One of the purposes of expanding the number of items in the 1994 Combat Unit Cohesion Questionnaire was to obtain data that might prove useful to the leaders of the participating companies in managing their units and improving leadership, motivation, and cohesion. To further this end, Appendix D provides the item responses for each company for these informational items.

In general, the pattern of responses to the informational questions reflects the pattern of responses for the items on leadership, cohesion, and motivation. For example, the companies with the highest reported levels on the leadership, cohesion, and motivation dimensions are also the companies with more soldiers reporting that they expect to stay in the Guard beyond their present obligation (item 18), that their time is well used during drills (item 19), that they are satisfied with how well drills are organized (item 73), and that they feel like they are serving their country (item 75). On the other hand, most soldiers in all companies reported that they are satisfied with their family's support for their participation in the Guard (item 100).

CONCLUSIONS

Based on the analysis of the characteristics of the sample of respondents from each company, one can conclude that the sample from each company was adequate and comparable on key demographic features. In terms of measurement, one can conclude that the cohesion, leadership, and motivation scales within the Combat Unit Cohesion Questionnaire, individually and together, operated in a psychometrically appropriate manner and similar in ways they have been shown to operate with Active Component respondents and with whom they have been validated. Although mean scale responses appear to be higher in the National Guard units than in Active Component units, the scales otherwise appear parallel and valid.

In comparing companies on the basis of their Robust Test condition, it is clear companies with the full robust condition have the highest or among the highest scale values in their respective battalions. Likewise, it is clear that the companies in the control condition have the lowest or among the lowest in

their battalions. However, there are too few companies, too many variables at work, and too little time involved with Robust Test to assert any conclusive findings, with respect to the Robust Test conditions, from the differences in the scale values. Of particular concern is the lack of positive change, for the most part, in the scale scores for the fully robust condition companies from 1993 to 1994. This suggests initial company selection to a condition or internal unit dynamics or other unspecified factors, alone or in combination, caused the changes in the scale values over the test year. Nonetheless, the general pattern of results in the leadership, cohesion, and motivation data are supportive of the general assessments stated in the wider Robust Test report.

REFERENCES

- Siebold, G. L. (1994). The relation between soldier motivation, leadership, and small unit performance. In H. F. O'Neil, Jr., and M. Drillings (Eds.), *Motivation: Theory and research* (pp. 171-190). Hillsdale, NJ: Erlbaum.
- Siebold, G. L., & Kelly, D. R. (1988). Development of the Combat Platoon Cohesion Questionnaire (Technical Report 817). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences. (AD A204 917)
- Siebold, G. L., & Lindsay, T. J. (1994, August). The relation between soldier racial/ethnic group and perceived cohesion and motivation. Paper presented at the Annual Meeting of the American Sociological Association, Los Angeles, CA.
- Tremble, T. R., Jr., & Alderks, C. E. (1992). Measures for research on small unit preparedness for combat effectiveness (Research Note 92-03). Alexandria, VA: U.S. Army Research institute for the Behavioral and Social Sciences. (AD A242 717)

Appendix A

SURVEY
OF
ARMY NATIONAL GUARD PERSONNEL:
COMBAT UNIT COHESION

U.S. ARMY RESEARCH INSTITUTE
FOR THE BEHAVIORAL AND SOCIAL SCIENCES

1994

Personnel Data Collection Instrument No. PT 59-48

NOTE

Public Law 93-573, the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of information that is collected.

The Department of the Army may collect the information requested in this questionnaire under the authority of 10 United States Code 3013. This questionnaire was developed by the U.S. Army Research Institute for the Behavioral and Social Sciences pursuant to its research mission as described in AR 70-1.

The information being asked for in this questionnaire is sought for purposes of research, policy, and budgeting. The data will be used for theoretical and applied research on small unit cohesion, motivation, and leadership. The overall results of analysis of the information may be used by the National Guard Bureau and the Department of the Army in assessing the level of resources and training assemblies needed in National Guard units.

Your participation in this survey is strictly voluntary. Individuals are encouraged to provide full and accurate responses to the questions. However, there will be NO effect or penalty for NOT providing all or any part of the information. No responses will be analyzed or distributed at the individual respondent level; responses will be grouped and presented at aggregate levels. This notice may be detached from the rest of the questionnaire and retained by the individual respondent if so desired.

GENERAL INSTRUCTIONS

1. This questionnaire has two parts: an Answer Sheet and a Questionnaire Booklet. The section you are now reading is in the Booklet. Check to see that you have an Answer Sheet.
2. Do not put your name or social security number anywhere on the Answer Sheet or Questionnaire.
3. USE ONLY A NO. 2 PENCIL to fill out the Answer Sheet.
4. Mark all your responses on the separate Answer Sheet. Do not write on the Questionnaire Booklet.
5. Answer all the questions. Read each question and all of its responses carefully before selecting your answer.
6. Choose only ONE answer to each question.
7. The Answer Sheet is numbered from top to bottom and continues on to the back side. Check your answers once in a while to be sure that you are marking in the right place.
8. To mark your response to a question, fill in the appropriate circle completely with a heavy mark; do not go outside the lines of the circle.

DO NOT GO ON. WAIT FOR INSTRUCTIONS. ADDRESS QUESTIONS TO
YOUR SURVEY ADMINISTRATOR.

1. What Company are you assigned to?

- A = A Company
- B = B Company
- C = C Company
- D = D Company
- E = Headquarters Company
- F = Other

2. What is your current position?

- A = Squad Member, Crewman, or equivalent
- B = Squad Leader, Tank Commander, or equivalent
- C = Platoon Leader, Platoon Sergeant, or equivalent
- D = Company Commander, Company XO, First Sergeant, or equivalent
- E = Other

The next items concern YOUR OWN ATTITUDES. Indicate how much YOU PERSONALLY agree or disagree with each statement below. Use the following scale:

- A = Disagree strongly
- B = Disagree
- C = Neither agree nor disagree
- D = Agree
- E = Agree strongly
- F = Don't know or can't answer

Regarding your work with your Army National Guard unit:

- 3. I don't mind taking on extra duties and responsibilities in my work with this unit.
- 4. I work hard and try to do as good a job as possible.
- 5. I look forward to coming to drill with this unit.
- 6. I am very personally involved in my work with this unit.
- 7. It really matters to me that we do well on an Operational Readiness Evaluation (ORE).
- 8. I am willing to put in extra effort to prepare for an ORE.
- 9. I learn a lot from training for an ORE.

The next items concern conditions in your present Army National Guard unit. Indicate how much YOU PERSONALLY agree or disagree with each statement below. Use this scale:

- A = Disagree strongly
- B = Disagree
- C = Neither agree nor disagree
- D = Agree
- E = Agree strongly

F = Don't know or can't answer

In this unit, squad/crew members:

- 10. Are assigned to the duties they have been trained for.
- 11. Are given a lot of responsibility for their work.
- 12. Are encouraged to do things on their own even if they sometimes make mistakes.
- 13. Get feedback on how they are doing.
- 14. Feel that the emphasis is on getting things right, and not just on looking good.
- 15. Can admit their mistakes and are helped to learn from them.
- 16. Feel that the leaders have confidence that subordinates will do their jobs right.
- 17. Are provided with guidance and direction when assigned new duties.

18. Which of the following best describes your career intentions with the Army National Guard at the present time?

- A = I will definitely try to stay in the Guard until retirement.
- B = I will probably try to stay beyond my present obligation, but am undecided about remaining until retirement.
- C = I am undecided as to whether I will try to stay beyond my present obligation.
- D = I will probably leave the Guard upon completion of my present obligation.
- E = I will definitely leave the Guard upon completion of my present obligation.

The next items concern YOUR OPINIONS about drills and other unit training activities or about leadership. Use the following scale:

- A = Almost always
- B = Usually
- C = Sometimes
- D = Not usually
- E = Almost never

F = Don't know or can't answer

During drills and other unit training activities:

- 19. HOW OFTEN is your time WELL USED?
- 20. HOW OFTEN do you feel the work you do is MISSION RELATED?
- 21. HOW OFTEN do you feel the work you do IS INTERESTING?

How often do your leaders:

- 22. Look out for the welfare of their soldiers?
- 23. Encourage soldiers to work together as a team?
- 24. Act friendly and approachable?
- 25. Settle conflicts when they occur in the platoon?
- 26. Demonstrate that they know Army tactics and war-fighting?
- 27. Work hard and try to do as good a job as possible?
- 28. Pull their share of the load in the field?
- 29. Maintain high standards for unit performance?
- 30. Demonstrate that they are effective leaders?

NOTE: THE RESPONSE SCALE BELOW IS DIFFERENT FROM PRIOR SCALES.

The statements below are about the SQUAD/CREW MEMBERS in your unit. Use the following scale to respond to each statement.

1	2	3	4	5	6	7
:	:	:	:	:	:	:
(A)	(B)	(C)	(D)	(E)	(F)	(G)
strongly agree	agree	slightly agree	neutral	slightly disagree	disagree	strongly disagree

31. In this unit, the squad/crew members really care about what happens to each other.
32. Squad/crew members here can trust one another.
33. Squad/crew members in this unit feel very close to each other.
34. Squad/crew members like being in this unit.
35. Squad/crew members in this unit really respect one another.
36. Squad/crew members in this unit like one another.

The statements below are about the SQUAD/CREW MEMBERS in your unit. For each statement, select the response (A, B, C, D, or E) that best describes your opinion.

37. Do the squad/crew members in your unit make each other feel like doing a good job?

A = Very much	D = A little
B = Pretty much	E = Very little or not at all
C = Somewhat	

38. How well do the squad/crew members in your unit work together?

A = Very well	D = Poorly
B = Well	E = Very poorly
C = Borderline	

39. To what extent do the members of your unit help each other to get the job done?

A = Very little	D = To a large extent
B = A little	E = To a great extent
C = To some extent	

40. To what extent do members of your unit encourage each other to succeed when in the field or at competitions?

A = Very little	D = To a large extent
B = A little	E = To a great extent
C = To some extent	

41. Do the members of your unit work hard to get things done?

A = Almost always	D = Seldom
B = Most of the time	E = Almost never
C = Sometimes	

42. To what extent do the members of your unit pull together and share the load while in the field?

A = Very little	D = To a large extent
B = A little	E = To a great extent
C = To some extent	

The statements below are about the LEADERS in your unit. Use the following scale to respond to each statement.

1	2	3	4	5	6	7
:	:	:	:	:	:	:
(A)	(B)	(C)	(D)	(E)	(F)	(G)
strongly agree	agree	slightly agree	neutral	slightly disagree	disagree	strongly disagree

43. Squad/crew members respect the leaders in this unit.
44. When a squad/crew member in this unit goes for help, his leaders listen well and care about what the member says.
45. Leaders trust the squad/crew members in this unit.
46. Leaders really understand the squad/crew members in this unit.
47. When asked for help in solving a personal problem, leaders in this unit do their best to help out.
48. When a squad/crew member wants to talk, his leaders make themselves available.
49. Leaders like being in this unit.
50. Leaders in this unit respect each other.
51. Leaders in this unit care about one another as individuals.
52. The leaders in this unit are the kind that squad/crew members want to serve under in combat.
53. The leaders in this unit can really apply their knowledge to solve problems in the field.
54. The chain of command works well around here.
55. The leaders keep their subordinates well informed about what is going on.
56. Leaders keep themselves informed about the progress squad/crew members are making in their training.
57. The leaders in this unit are experts and can show squad/crew members how best to perform a task.
58. The leaders work right along with their squad/crew members under the same hardships in the field.

The statements below are about the CONDITIONS in your unit. Use the following scale to respond to each statement.

1	2	3	4	5	6	7
:	:	:	:	:	:	:
(A)	(B)	(C)	(D)	(E)	(F)	(G)
strongly agree	agree	slightly agree	neutral	slightly disagree	disagree	strongly disagree

59. The soldiers in this unit know what is expected of them.
60. Rules are consistently enforced.
61. The reasons for being rewarded or promoted are well known.
62. The behaviors that will get you in trouble or punished are well known.
63. The priorities in this unit are clear.
64. The squad/crew members in this unit feel they play an important part in accomplishing the unit's mission.
65. Squad/crew members here are proud to be in this unit.
66. Squad/crew members feel this unit's wartime mission is very important.
67. The squad/crew members in this unit are proud to be in the Army National Guard.
68. Squad/crew members feel the Guard has an important job to do in defending the United States in today's world.

How satisfied ARE YOU with your Army National Guard unit in terms of the following? Use this scale to respond:

A = Completely satisfied
B = Satisfied
C = Slightly satisfied
D = Borderline
E = Slightly dissatisfied
F = Dissatisfied
G = Completely dissatisfied

H = Don't know or can't answer

69. How well personnel and training records are kept.
70. The condition of buildings and facilities for drills and meetings.
71. The availability of the equipment and supplies you need.
72. The time available for personal needs during drills and exercises.
73. How well drills are organized.
74. The quality and frequency of unit parties and social events.
-

Next are more statements about the SQUAD/CREW MEMBERS in your unit. Use the following scale to respond:

1	2	3	4	5	6	7
:	:	:	:	:	:	:
(A)	(B)	(C)	(D)	(E)	(F)	(G)
strongly agree	agree	slightly agree	neutral	slightly disagree	disagree	strongly disagree

75. All in all, the duties squad/crew members perform in this unit make them feel like they are serving their country.
76. Squad/crew members of this unit have opportunities to better themselves.
77. Squad/crew members of this unit can make progress toward achieving their educational goals.
78. Around here squad/crew members can get the skills and training they want.
79. The pay squad/crew members receive from participation in the Guard helps them achieve their goals.

For the following statements about YOUR UNIT, use the scale below to select your response to each statement:

1	2	3	4	5	6	7
⋮	⋮	⋮	⋮	⋮	⋮	⋮
(A)	(B)	(C)	(D)	(E)	(F)	(G)
strongly agree	agree	slightly agree	neutral	slightly disagree	disagree	strongly disagree

80. This unit is very cohesive.
81. There is a high degree of teamwork and cooperation among the squad/crew members in this unit.
82. The squad/crew members in this unit get along very well with one another.
83. In this unit, the leaders really care about what happens to the squad/crew members.
84. Overall the leaders in this unit are very good.
85. Even if this unit was under a great deal of stress or difficulty, it would pull together to get the job done.
86. This is a very high performing unit.
87. The leaders in this unit appreciate the contributions of the squad/crew members.
88. The squad/crew members appreciate the contributions of the leaders in this unit.

For each of the next statements, ABOUT YOUR UNIT, use the scale printed below to select your response to each statement.

1	2	3	4	5	6	7
:	:	:	:	:	:	:
(A)	(B)	(C)	(D)	(E)	(F)	(G)
extremely	very	high	moderate	low	very	extremely
high	high				low	low

89. In the event of combat, describe the confidence squad/crew members would have in each other.
90. In the event of combat, describe the confidence squad/crew members would have in their unit leaders.
91. In the event of combat, describe the confidence unit leaders would have in their squad/crew members.
92. In the event of combat, describe the confidence unit leaders would have in each other.
93. Describe the confidence squad/crew members in your unit have in their weapons and equipment.
94. How high is the morale in your unit?
95. Describe the state of your unit's readiness.
96. Describe the state of discipline in your unit.
97. How high is the determination or "will" to win in combat in your unit?
98. Describe the degree of confidence members of this unit have that it would perform well in combat.

How satisfied ARE YOU with your Army National Guard experience in terms of the following? Use this scale to respond:

- A = Completely satisfied
- B = Satisfied
- C = Slightly satisfied
- D = Borderline
- E = Slightly dissatisfied
- F = Dissatisfied
- G = Completely dissatisfied

H = Don't know or can't answer

- 99. Your employer's support for your participation in the Guard.
- 100. Your family's support for your participation in the Guard.
- 101. Your friends' support for your participation in the Guard.
- 102. Your ability to handle time conflicts between your Guard activities and your work and family.
- 103. Your ability to make enough time available in general for Guard activities.

- 104. What is your Company?

- A = Armor
- B = Mechanized Infantry
- C = Other

Appendix B

Factor Loadings of 1994 Combat Unit Cohesion Questionnaire Responses to Items for Key Scales After Principal Components--Varimax Rotation

Item	Factors							
	1	2	3	4	5	6	7	8
3				.63				
4				.66				
5				.62				
6				.70				
7				.79				
8				.84				
9				.63				
10						-.51		
11						-.55		
12						-.64		
13						-.66		
14						-.56		
15						-.41		
16						-.55		
17						-.59		
19								.67
20								.70
21								.61
22		.71						
23		.70						
24		.76						
25		.63						
26		.58						
27		.76						
28		.65						
29		.68						
30		.70						
31			.69					
32			.72					
33			.78					
34			.60					
35			.71					
36			.67					
37							Reverse	
38							Reverse	
39							.77	
40							.75	
41							Reverse	
42							.70	

Appendix B (Continued)

Factors									
Item	1	2	3	4	5	6	7	8	
43	.64								
44	.71								
45	.66								
46	.72								
47	.67								
48	.63								
49	.59								
50	.67								
51	.67								
52	.65								
53	.64								
54	.67								
55	.67								
56	.64								
57	.65								
58	.60								
59					.51				
60					.60				
61	.48				.43				
62					.59				
63	.59				.49				
64					.54				
65	.47				.46				
66					.68				
67					.60				
68					.71				

Factor Labels									
1. Leadership									
2. Leader Effectiveness									
3. Soldier Peer Bonding									
4. Motivation									
5. Soldier Unit Pride									
6. Learning Climate									
7. Soldier Teamwork									
8. Job Satisfaction									

Variance Explained Per Factor	43.5	6.2	4.3	3.6	2.6	2.2	2.0	1.8	66.2%
Eigenvalue	28.3	4.0	2.8	2.3	1.7	1.4	1.3	1.2	

Appendix C

Inter-Item and Inter-Scale Correlations 1994 Questionnaire

The following represent the inter-item and inter-scale Pearson product-moment correlation coefficients (r) for the question responses within each scale or question set. Respondents include all company personnel completing questionnaires, including junior enlisted, NCOs, and officers. The N for each correlation within the External Conflicts set of questions (99-103) or with that set of questions and a scale is at least 324; the N for all other correlations is at least 360. All correlations are significant at the $p < .001$ level. Below, the two items being correlated are connected by a colon; their correlation is presented after the following equal sign (e.g., 10:16 = .44 is to be read as "the correlation between responses to question 10 and question 16 equals an r of .44").

A. Job Motivation:

3:4 = .49; 3:5 = .50; 3:6 = .47; 4:5 = .53; 4:6 = .46; 5:6 = .68

B. Event (ORE) Motivation:

7:8 = .77; 7:9 = .62; 8:9 = .64

C. Learning Climate:

10:11 = .48; 10:12 = .47; 10:13 = .46; 10:14 = .47; 10:15 = .42;
10:16 = .44; 10:17 = .49; 11:12 = .52; 11:13 = .42; 11:14 = .43;
11:15 = .41; 11:16 = .49; 11:17 = .37; 12:13 = .46; 12:14 = .44;
12:15 = .41; 12:16 = .51; 12:17 = .41; 13:14 = .52; 13:15 = .54;
13:16 = .55; 13:17 = .57; 14:15 = .50; 14:16 = .50; 14:17 = .51;
15:16 = .60; 15:17 = .48; 16:17 = .54

D. Job Satisfaction:

19:20 = .55; 19:21 = .51; 20:21 = .56

E. Leader Effectiveness:

22:23 = .67; 22:24 = .61; 22:25 = .56; 22:26 = .51; 22:27 = .64;
22:28 = .58; 22:29 = .61; 22:30 = .59; 23:24 = .57; 23:25 = .57;
23:26 = .53; 23:27 = .66; 23:28 = .58; 23:29 = .59; 23:30 = .58;
24:25 = .60; 24:26 = .47; 24:27 = .63; 24:28 = .57; 24:29 = .59;
24:30 = .60; 25:26 = .53; 25:27 = .59; 25:28 = .48; 25:29 = .54;
25:30 = .63; 26:27 = .61; 26:28 = .57; 26:29 = .62; 26:30 = .64;
27:28 = .62; 27:29 = .71; 27:30 = .71; 28:29 = .70; 28:30 = .69;
29:30 = .72

Appendix C (Continued)

F. Squad Member Bonding:

31:32 = .67; 31:33 = .67; 31:34 = .59; 31:35 = .68; 31:36 = .64;
32:33 = .74; 32:34 = .61; 32:35 = .66; 32:36 = .63; 33:34 = .64;
33:35 = .69; 33:36 = .70; 34:35 = .78; 34:36 = .62; 35:36 = .68

G. Squad Teamwork:

37:38 = .57; 37:39 = .38; 37:40 = .38; 37:41 = .54; 37:42 = .46;
38:39 = .39; 38:40 = .36; 38:41 = .60; 38:42 = .47; 39:40 = .64;
39:41 = .41; 39:42 = .69; 40:41 = .39; 40:42 = .62; 41:42 = .49

H. Vertical Bonding:

43:44 = .69; 43:45 = .67; 43:46 = .63; 43:47 = .61; 43:48 = .62;
44:45 = .70; 44:46 = .73; 44:47 = .69; 44:48 = .75; 45:46 = .70;
45:47 = .60; 45:48 = .66; 46:47 = .67; 46:48 = .64; 47:48 = .75

I. Leader Bonding:

49:50 = .76; 49:51 = .72; 50:51 = .80

J. Leadership:

52:53 = .74; 52:54 = .66; 52:55 = .67; 52:56 = .58; 52:57 = .69;
52:58 = .67; 53:54 = .70; 53:55 = .70; 53:56 = .64; 53:57 = .71;
53:58 = .66; 54:55 = .69; 54:56 = .64; 54:57 = .65; 54:58 = .59;
55:56 = .72; 55:57 = .72; 55:58 = .66; 56:57 = .68; 56:58 = .61;
57:58 = .68

K. Rule Clarity:

59:60 = .55; 59:61 = .57; 59:62 = .58; 59:63 = .59; 60:61 = .49;
60:62 = .59; 60:63 = .58; 61:62 = .60; 61:63 = .64; 62:63 = .65

L. Unit Pride:

64:65 = .66; 64:66 = .61; 64:67 = .70; 64:68 = .63; 65:66 = .60;
65:67 = .76; 65:68 = .53; 66:67 = .62; 66:68 = .72; 67:68 = .67

M. Unit Satisfaction:

69:70 = .37; 69:71 = .39; 69:72 = .40; 69:73 = .36; 69:74 = .39;
70:71 = .43; 70:72 = .40; 70:73 = .37; 70:74 = .34; 71:72 = .54;
71:73 = .51; 71:74 = .43; 72:73 = .49; 72:74 = .48; 73:74 = .54

N. Goal Attainment:

75:76 = .68; 75:77 = .57; 75:78 = .60; 75:79 = .51; 76:77 = .71;
76:78 = .66; 76:79 = .51; 77:78 = .61; 77:79 = .57; 78:79 = .54

Appendix C (Continued)

O. External Conflicts:

99:100 = .49; 99:101 = .44; 99:102 = .47; 99:103 = .44;
100:101 = .67; 100:102 = .50; 100:103 = .40; 101:102 = .57;
101:103 = .47; 102:103 = .71

Inter-scale Correlations:

Below, letters (corresponding to the letters in their scale titles above) represent each scale. Negative signs in some of the correlations are because question response scales were arranged in different directions (high to low or low to high).

A:B = .71; A:C = .66; A:D = -.37; A:E = -.41; A:F = -.48;
A:G = -.48; A:H = -.50; A:I = -.47; A:J = -.44; A:K = -.40;
A:L = -.45; A:M = -.30; A:N = -.39; A:O = -.33; B:C = .62;
B:D = -.36; B:E = -.36; B:F = -.38; B:G = -.43; B:H = -.46;
B:I = -.44; B:J = -.41; B:K = -.35; B:L = -.42; B:M = -.28;
B:N = -.34; B:O = -.23; C:D = -.45; C:E = -.58; C:F = -.51;
C:G = -.57; C:H = -.57; C:I = -.56; C:J = -.57; C:K = -.53;
C:L = -.51; C:M = -.36; C:N = -.46; C:O = -.30; D:E = .52;
D:F = .46; D:G = .49; D:H = .49; D:I = .41; D:J = .57;
D:K = .49; D:L = .53; D:M = .51; D:N = .55; D:O = .24;
E:F = .54; E:G = .59; E:H = .66; E:I = .60; E:J = .68;
E:K = .56; E:L = .57; E:M = .53; E:N = .55; E:O = .33;
F:G = .70; F:H = .75; F:I = .64; F:J = .69; F:K = .59;
F:L = .65; F:M = .40; F:N = .56; F:O = .33; G:H = .68;
G:I = .61; G:J = .63; G:K = .52; G:L = .60; G:M = .39;
G:N = .51; G:O = .33; H:I = .82; H:J = .84; H:K = .70;
H:L = .71; H:M = .52; H:N = .63; H:O = .37; I:J = .77;
I:K = .70; I:L = .70; I:M = .43; I:N = .63; I:O = .37;
J:K = .77; J:L = .78; J:M = .59; J:N = .69; J:O = .33;
K:L = .73; K:M = .54; K:N = .69; K:O = .33; L:M = .59;
L:N = .71; L:O = .35; M:N = .67; M:O = .34; N:O = .34

Appendix D

1994 QUESTIONNAIRE SPECIFIC COMPANY INFORMATION

The following questions were added to the ARI Combat Unit Cohesion Questionnaire to obtain responses which might prove useful to the leaders in each company for the management of their specific company. The questions are presented with their response alternatives and the results for each company. Question numbers are the number of each item in the questionnaire. Companies are labeled using the following two-letter coding scheme: 1) first letter--M = the Mechanized Infantry battalion, A = the Armor battalion; 2) second letter--R = the company under the Robust condition, F = the company with increased Full Time Support personnel, T = the company allocated Additional Training Assemblies, and C = the Control company.

18. Which of the following best describes your career intentions with the Army National Guard at the present time?

- A = I will definitely try to stay in the Guard until retirement.
 B = I will probably try to stay beyond my present obligation, but am undecided about remaining until retirement.
 C = I am undecided as to whether I will try to stay beyond my present obligation.
 D = I will probably leave the Guard upon completion of my present obligation.
 E = I will definitely leave the Guard upon completion of my present obligation.

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	63	31	20	38	53	55	50	39
B	10	19	24	19	26	19	9	25
C	13	12	34	16	15	16	22	22
D	7	12	12	14	5	3	13	7
E	<u>8</u>	<u>27</u>	<u>10</u>	<u>14</u>	<u>2</u>	<u>7</u>	<u>6</u>	<u>6</u>
	101	101	100	101	101	100	100	99
(N)	62	26	41	58	61	31	32	55

Note. The percentage in each column may vary from 100% due to rounding. N = the number of personnel responding to the question from each company.

During drills and other unit training activities:
 19. HOW OFTEN is your time WELL USED?

A = Almost always
 B = Usually
 C = Sometimes
 D = Not usually
 E = Almost never

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	19	19	17	32	28	22	41	9
B	45	42	39	23	57	44	44	50
C	13	23	29	28	9	28	13	34
D	11	8	10	11	7	3	0	5
E	<u>11</u>	<u>8</u>	<u>5</u>	<u>7</u>	<u>0</u>	<u>3</u>	<u>3</u>	<u>2</u>
	99	100	100	101	101	100	101	100
(N)	62	26	41	57	58	32	32	56

During drills and other unit training activities:
 20. HOW OFTEN do you feel the work you do is MISSION RELATED?

A = Almost always
 B = Usually
 C = Sometimes
 D = Not usually
 E = Almost never

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	24	40	30	19	33	41	47	23
B	44	24	28	29	50	44	41	45
C	24	20	28	38	14	13	9	25
D	3	12	10	9	3	3	0	5
E	<u>5</u>	<u>4</u>	<u>5</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>3</u>	<u>2</u>
	100	100	101	100	100	101	100	100
(N)	62	25	40	58	58	32	32	56

Note. The percentage in each column may vary from 100% due to rounding. N = the number of personnel responding to the question from each company.

During drills and other unit training activities:

21. HOW OFTEN do you feel the work you do IS INTERESTING?

- A = Almost always
- B = Usually
- C = Sometimes
- D = Not usually
- E = Almost never

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	13	27	13	12	27	22	31	9
B	40	19	30	20	39	47	38	52
C	32	46	30	46	27	22	22	30
D	8	4	15	12	5	3	6	7
E	<u>7</u>	<u>4</u>	<u>13</u>	<u>10</u>	<u>2</u>	<u>6</u>	<u>3</u>	<u>2</u>
	100	100	101	100	100	100	100	100
(N)	62	26	40	59	59	32	32	56

How satisfied are you with:

69. How well personnel and training records are kept.

- A = Completely satisfied
- B = Satisfied
- C = Slightly satisfied
- D = Borderline
- E = Slightly dissatisfied
- F = Dissatisfied
- G = Completely dissatisfied

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	49	44	22	20	24	37	7	12
B	36	28	43	38	61	43	59	40
C	9	12	16	14	14	7	21	24
D	3	4	8	23	0	7	3	16
E	3	12	3	2	0	3	3	4
F	0	0	3	2	0	0	0	2
G	<u>0</u>	<u>0</u>	<u>5</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>7</u>	<u>2</u>
	100	100	100	101	101	100	100	100
(N)	59	25	37	56	59	30	29	50

How satisfied are you with:

70. The condition of buildings and facilities for drills and meetings.

A = Completely satisfied
 B = Satisfied
 C = Slightly satisfied
 D = Borderline
 E = Slightly dissatisfied
 F = Dissatisfied
 G = Completely dissatisfied

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	51	17	35	16	23	50	25	16
B	36	38	35	40	62	38	53	55
C	7	25	22	26	10	6	16	13
D	7	8	5	16	5	3	0	7
E	0	4	3	3	0	3	3	5
F	0	4	0	0	0	0	0	2
G	0	4	0	0	0	0	3	2
	101	100	100	101	100	100	100	100
(N)	61	24	37	58	61	32	32	56

How satisfied are you with:

71. The availability of the equipment and supplies you need.

A = Completely satisfied
 B = Satisfied
 C = Slightly satisfied
 D = Borderline
 E = Slightly dissatisfied
 F = Dissatisfied
 G = Completely dissatisfied

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	26	12	11	9	2	6	13	4
B	28	16	29	17	53	47	25	32
C	20	28	26	22	22	13	31	20
D	13	16	0	29	10	13	3	14
E	3	8	11	7	5	13	13	11
F	7	16	8	10	7	6	6	13
G	3	4	16	5	2	3	9	7
	100	100	101	99	101	101	100	101
(N)	61	25	38	58	60	32	32	56

How satisfied are you with:

72. The time available for personal needs during drills and exercises.

- A = Completely satisfied
- B = Satisfied
- C = Slightly satisfied
- D = Borderline
- E = Slightly dissatisfied
- F = Dissatisfied
- G = Completely dissatisfied

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	30	36	16	3	13	13	22	11
B	38	24	32	24	54	41	25	48
C	13	8	26	33	18	25	22	16
D	8	4	13	29	8	9	19	11
E	7	12	11	2	3	9	3	4
F	2	12	3	7	0	0	3	9
G	<u>2</u>	<u>4</u>	<u>0</u>	<u>2</u>	<u>3</u>	<u>3</u>	<u>6</u>	<u>2</u>
	100	100	101	100	99	100	100	101
(N)	60	25	38	58	60	32	32	56

How satisfied are you with:

73. How well drills are organized.

- A = Completely satisfied
- B = Satisfied
- C = Slightly satisfied
- D = Borderline
- E = Slightly dissatisfied
- F = Dissatisfied
- G = Completely dissatisfied

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	20	12	8	5	17	19	25	7
B	39	20	29	19	63	28	34	27
C	23	24	18	26	13	31	19	29
D	5	16	18	29	0	13	13	22
E	5	16	13	9	5	0	6	7
F	5	12	5	9	2	6	0	6
G	<u>3</u>	<u>0</u>	<u>8</u>	<u>3</u>	<u>0</u>	<u>3</u>	<u>3</u>	<u>2</u>
	100	100	99	100	100	100	100	100
(N)	61	25	38	58	60	32	32	55

How satisfied are you with:

74. The quality and frequency of unit parties and social events.

A = Completely satisfied
 B = Satisfied
 C = Slightly satisfied
 D = Borderline
 E = Slightly dissatisfied
 F = Dissatisfied
 G = Completely dissatisfied

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	33	25	14	4	20	31	13	24
B	38	46	24	21	57	38	52	43
C	12	0	14	19	15	19	16	14
D	8	13	19	30	3	3	3	12
E	5	4	0	7	5	6	7	4
F	2	8	14	11	0	3	3	2
G	<u>2</u>	<u>4</u>	<u>16</u>	<u>9</u>	<u>0</u>	<u>0</u>	<u>7</u>	<u>2</u>
	100	100	99	101	100	100	101	100
(N)	60	24	37	57	60	32	31	51

75. All in all, the duties squad/crew members perform in this unit make them feel like they are serving their country.

A = Strongly agree
 B = Agree
 C = Slightly agree
 D = Neutral
 E = Slightly disagree
 F = Disagree
 G = Strongly disagree

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	24	28	3	12	25	16	22	11
B	44	28	44	26	43	53	47	48
C	19	24	26	21	26	28	25	14
D	10	4	15	31	7	0	0	20
E	2	12	8	3	0	0	3	5
F	2	4	5	5	0	3	0	0
G	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>3</u>	<u>2</u>
	101	100	101	100	101	100	100	100
(N)	62	25	39	58	61	32	32	56

76. Squad/crew members of this unit have opportunities to better themselves.

A = Strongly agree
 B = Agree
 C = Slightly agree
 D = Neutral
 E = Slightly disagree
 F = Disagree
 G = Strongly disagree

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	27	28	5	19	33	31	31	18
B	37	36	42	33	51	44	50	43
C	18	12	21	22	10	19	13	25
D	15	8	24	21	5	6	3	13
E	2	12	8	3	2	0	0	2
F	2	4	0	0	0	0	0	0
G	0	0	0	2	0	0	3	0
	101	100	100	100	101	100	100	101
(N)	62	25	38	58	61	32	32	56

77. Squad/crew members of this unit can make progress toward achieving their educational goals.

A = Strongly agree
 B = Agree
 C = Slightly agree
 D = Neutral
 E = Slightly disagree
 F = Disagree
 G = Strongly disagree

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	27	20	10	14	34	25	34	18
B	40	36	51	36	53	47	53	49
C	15	8	10	19	10	25	3	16
D	13	16	13	26	2	3	3	15
E	2	16	10	5	2	0	3	0
F	3	4	3	0	0	0	0	2
G	0	0	3	0	0	0	3	0
	100	100	100	100	101	100	99	100
(N)	62	25	39	58	61	32	32	55

78. Around here squad/crew members can get the skills and training they want.

A = Strongly agree
 B = Agree
 C = Slightly agree
 D = Neutral
 E = Slightly disagree
 F = Disagree
 G = Strongly disagree

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	21	24	3	9	21	9	22	7
B	31	20	33	24	48	56	25	33
C	24	24	15	22	25	31	31	27
D	13	8	28	31	3	0	9	24
E	7	12	8	9	3	0	6	6
F	2	8	5	0	0	3	3	2
G	3	4	8	5	0	0	3	2
	101	100	100	100	100	99	99	101
(N)	62	25	39	58	61	32	32	55

79. The pay squad/crew members receive from participation in the Guard helps them achieve their goals.

A = Strongly agree
 B = Agree
 C = Slightly agree
 D = Neutral
 E = Slightly disagree
 F = Disagree
 G = Strongly disagree

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	26	24	13	14	20	19	22	24
B	30	20	33	28	53	52	38	26
C	16	20	13	21	18	19	9	20
D	18	12	23	18	7	7	19	24
E	2	8	13	5	3	0	3	5
F	0	12	3	11	0	0	0	2
G	8	4	3	4	0	3	9	0
	100	100	101	101	101	100	100	101
(N)	61	25	39	57	61	31	32	55

How satisfied are you with:

99. Your employer's support for your participation in the Guard.

A = Completely satisfied
 B = Satisfied
 C = Slightly satisfied
 D = Borderline
 E = Slightly dissatisfied
 F = Dissatisfied
 G = Completely dissatisfied

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	53	41	44	39	41	29	44	39
B	33	32	28	32	35	29	22	22
C	7	9	11	11	12	21	13	18
D	5	5	6	15	7	7	17	10
E	0	9	6	2	2	4	0	8
F	2	0	6	0	2	4	4	2
G	0	5	0	2	2	7	0	2
	100	101	101	101	101	101	100	101
(N)	57	22	36	54	59	28	23	51

How satisfied are you with:

100. Your family's support for your participation in the Guard.

A = Completely satisfied
 B = Satisfied
 C = Slightly satisfied
 D = Borderline
 E = Slightly dissatisfied
 F = Dissatisfied
 G = Completely dissatisfied

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	62	59	56	36	54	65	62	44
B	25	27	28	31	37	19	31	33
C	10	5	11	15	7	3	7	7
D	3	9	0	15	2	7	0	13
E	0	0	3	2	0	0	0	0
F	0	0	0	0	0	7	0	0
G	0	0	3	2	0	0	0	2
	100	100	101	101	100	101	100	99
(N)	60	22	36	55	59	31	29	54

How satisfied are you with:

101. Your friends' support for your participation in the Guard.

A = Completely satisfied
 B = Satisfied
 C = Slightly satisfied
 D = Borderline
 E = Slightly dissatisfied
 F = Dissatisfied
 G = Completely dissatisfied

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	46	50	36	27	22	32	46	23
B	30	27	36	44	60	48	18	57
C	11	18	14	8	10	7	14	11
D	14	5	6	14	5	3	18	9
E	0	0	6	0	2	3	0	0
F	0	0	0	0	0	3	4	0
G	0	0	3	8	0	3	0	0
	101	100	101	101	99	99	100	100
(N)	57	22	36	52	58	31	28	53

How satisfied are you with:

102. Your ability to handle time conflicts between your Guard activities and your work and family.

A = Completely satisfied
 B = Satisfied
 C = Slightly satisfied
 D = Borderline
 E = Slightly dissatisfied
 F = Dissatisfied
 G = Completely dissatisfied

Response	PERCENTAGE GIVING EACH RESPONSE PER COMPANY							
	MR	MF	MC	MT	AF	AT	AR	AC
A	34	52	31	30	20	19	35	13
B	48	9	31	31	48	32	28	41
C	10	17	25	17	19	16	3	17
D	3	17	6	15	12	13	21	18
E	2	4	5	2	2	7	3	6
F	2	0	3	0	0	13	7	4
G	2	0	0	6	0	0	3	2
	101	99	101	101	101	100	100	101
(N)	59	23	36	54	59	31	29	54

How satisfied are you with:

103. Your ability to make enough time available in general for
Guard activities.

A = Completely satisfied
B = Satisfied
C = Slightly satisfied
D = Borderline
E = Slightly dissatisfied
F = Dissatisfied
G = Completely dissatisfied

<u>Response</u>	<u>PERCENTAGE GIVING EACH RESPONSE PER COMPANY</u>							
	<u>MR</u>	<u>MF</u>	<u>MC</u>	<u>MT</u>	<u>AF</u>	<u>AT</u>	<u>AR</u>	<u>AC</u>
A	25	39	19	24	24	23	31	13
B	48	26	44	30	48	32	28	49
C	12	22	17	30	16	19	7	19
D	12	4	14	11	9	7	24	15
E	2	0	3	2	2	10	0	2
F	0	4	3	0	0	10	3	0
G	<u>2</u>	<u>4</u>	<u>0</u>	<u>4</u>	<u>2</u>	<u>0</u>	<u>7</u>	<u>2</u>
	101	99	100	101	101	101	100	100
(N)	59	23	36	54	58	31	29	53